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UPS — THE UNTOLD STORY

This is the story of the largest, most profitable management owned corporation in the world!

A multi-billion dollar corporation whose theory "parcels, profits and people" in that order, has mislead the public for years into believing that United Parcel Service is a family oriented company and a swell place to work!

Of the twenty thousand plus, supervisors and managers who own and operate UPS and their mistreatment of 260,000 employees worldwide. Their struggle to keep the ship afloat by stuffing the leaks with their own people!

The Gestapo like tactics used by management to remind each driver how temporary their jobs are. The thousands of men and women on the street, in the hubs, behind the desks and in front of the computer, whose 110% devotion to duty and pleasing contact with the public has built a Hollywood image of UPS that is only true on the surface!

Of its founder, James E. Casey, his legacy and why he was cast aside by the new order at UPS!

They wanted it their way right away! Which worked great for Burger King but not for them!

Here then, is the real UPS based on information I gathered as a driver for 25 years.

It's the turn of the century. Teddy Roosevelt is calling the shots at 1600 Pennsylvania Ave. An unknown artist named Picasso traded paintings for food and a young actress, Helen Hayes debuts on Broadway. Meanwhile a teenage boy sparks a business that ignites a corporation to engulf the world of package delivery forever!!!

The old adage: "from tiny acorns do mighty oaks

The Tightest Ship by C.C. Kane, Sr.

grow," has never been truer than with United Parcel Service.

Their founder, James E. Casey, was born March 29, 1888 in Candelaira, Nevada. Under the sign of the Zodiac he's an Aries. According to the book, they are courageous, hot tempered, innovative and bold workaholics. No one can describe Casey better than that!

Candelaira was a small mining town in gold rush country, but few found gold there.

Casey's father James Sr., ran a small hotel that saw less gold than most of the miners who spent their lives searching for the yellow stone that made dreams come true.

Mr. Casey's less than well kept hotel, reflected the lack of paying customers. So much so, that he often went on prospecting binges that brought him back home more broke then ever.

James Sr. is again overwhelmed with gold fever when word of the great Alaskan gold rush reaches town. He picks up the family and heads to Seattle, Washington, the closest major city to the Klondike. Dreams of wealth and fame once more fog his brain and send a fool in search of gold for the last time!

As though reliving a bad dream, James Sr. returns home broke, disillusioned and in bad health.

Young Jim, the oldest of the four Casey children, was only in the *sixth* grade at the time. At age eleven, he's forced to quit school to help his ailing father keep the family together!

His first job oddly enough was: delivery boy for a local department store. He earned $2.50 a month there and ran messenger for a local telegraph office in his spare time. Jim's workaholic tendencies had already come to the surface.

He worked the double shifts long enough to build a nest egg. Like his father, he was still prospecting.

Still looking for a vain of shiny metal that would make him rich! But not by digging for it in the smoldering desert with the hot sun frying your skin until it turns to leather. No sir, not James E. Casey Jr., his gold mine was right here in this boom town called Seattle. All he had to do was find it.

At fifteen, he and two other messengers formed their own messenger service. But Jim was displeased with the others lack of dedication and unwillingness to work weekends and holidays. Moreover, he disliked not having full control of the business. He sold his share to his partners and left town. Broke and disappointed, he puts his tail between his legs and limps back to Nevada mortally wounded.

Once again he has become his father, a loser! His return to Candelaria is without fanfare. Jobs are few and far between.

Jim does odd jobs while socking away every dime he makes. Spending only what it takes to survive.

For a period of time, things seem almost tranquil. Then, the lure of gold boggles his mind. Like a bottle of bad booze, the demons of desire take control again.

He spends all his hard earned money on a mule and the usual mining tools. At day break the following morning, Jim leads a mule loaded with provisions on a four month trek that ends with the mule leading him back to town more broke then ever! Once more the search for El Dorado ends with heartbreak and disgust!

But, as though he were in a world championship fight, every time he gets knocked down Jim gets back up.

Now it's back to the part time jobs. You name it — he did it! It was a humiliating and humbling time in his life when decisions were made that not only shaped his future, but thousands of others as well.

At this point in time, bear in mind this loser is just a teenage boy. Down the road, this boy will lead a few good men to form a multi-billion dollar corporation known as United Parcel Service.

Jim earns enough money for a train ticket *one way* to Seattle and a few bucks for survival until he can find work. Casey the bold, courageous, innovator is about to live up to his Zodiac symbol the Ram.

As the train moves along over miles of steel rails on route to Seattle, Jim plots a course with destiny that few acknowledge and the rest deny!

When the train reaches Seattle, the future founder and C.E.O. of United Parcel Service, James E. Casey, steps boldly down on what will be *his turf!* He carries all his worldly goods in one hand. The wealth he will earn in the years to come will not alter his lack of desire for material things.

Casey soon finds work as a messenger for a large department store. There he meets Claude Ryan another messenger who shares Jim's desire for the freedom of self employment.

The two teenage boys begin saving money toward their own messenger company. In a short time they scrape up $100.00. The search for office space ends when Ryan's uncle offers them a 6 x 17 foot room underneath his saloon at the corner of Main and Second Avenue. The rent is $20.00 a month. This included an old lunch bar that served as a counter top for their phones by day and a place to sleep at night.

Casey is now nineteen and determined to succeed. He sees a town bursting at the seams from the gold rush. He knows there is money to be made in the messenger business. But money isn't enough, Casey wants the best messenger service in all of Seattle. With that thought in mind, he assumes command of the fledgling company.

Ryan and Casey race through the business district placing placards on poles and in store windows advertising their new messenger service that boldly states "best service — lowest rates."

When the sun rose on the 28th day of August, 1907, it shone brightly on the American Messenger Service. Armed with two phones, six messengers and a couple of bicycles, Casey and Ryan open their doors for business.

They quickly establish company rules: only the owners will answer the phones, the service will operate 24 hours a day — 365 days a year including Christmas, messengers will be neat — courteous and fast, and bikes will be used for areas not reachable by trolley or too far on foot!

The boys soon learn that their nine competitors tell customers they have dispatched a messenger when they really haven't because they did not have one at the time.

Casey and Ryan tell the customer the truth. If there are no messengers standing by, they are told when the next one will arrive and they are always on time!

Hungry for business, they accept any job including walking dogs, watching stores during lunch hour, carrying groceries and once in a while a little detective work — trailing someone's wife or girlfriend. All for 25¢ per hour. A good messenger could make a $1.00 to $1.50 a day. Big bucks for a kid at the turn of the century.

Their reputation for truth and honor soon catches up with them. The company grows and expands. More messengers are hired and the bicycles are replaced by new motorized bikes made by Harley Davidson.

One New York department store magnate ques-

tioned Casey about delivering small packages.

The next day, Casey's Harleys were rigged with baskets and saddle bags that were the forerunner of the famed package cars that soon followed.

Little did Casey know at that time he was laying the foundation for the largest, most profitable, privately owned corporation in history. It was then that Casey first said: "determined men working together can do anything."

Jim's younger brother George signs on in 1911. They worked well together. They were tireless in effort, demanded perfection and often worked without pay!

In 1913, Casey bought the first "package car" a Model T Ford. It could carry 50 packages and only ran on Saturday at first. Casey viewed the Model T not only as the perfect vehicle to propel his company ahead of the competition but as a constant advertising symbol seen by the public daily!

He first painted it red, then yellow. Finally Chas. Soderstrom, one of Casey's top men came up with Pullman brown. Casey loved to ride Pullman coaches whenever he traveled, so accepted the color as symbolic of the giants of the railroad industry. "Perhaps it will make us equally as famous on the streets of America," Casey proposed!!

In 1913 news reaches Casey that Ford will discontinue the "T" at the end of this production year. Casey is outraged. He borrows $10,000.00 from a friend and the two hop a Pullman to Detroit. He's sure Ford can be talked out of this fool's move.

But Ford not known for his hospitality, quickly squashes Casey's plea to continue production of the "T". When that failed Casey offers to buy as many cars as ten grand would cover. At that time — almost fifty.

He gets jolted out of his chair when old Hank the

"horse trader" trys to persuade Casey's unknown benefactors into investing his money in Ford stock, instead of some little delivery company. Of course he refused.

But what if he had invested the money? Some say it would have altered history or at least UPS history. Without the new "T" Casey's progress would have come to a sudden halt, while his friend would have gotten a chair at the long table with the rest of Fords *board members!*

Lucky for Casey, he closed the deal for the last of the "T's" to be shipped in crates by rail to Seattle. On arrival, Casey and his crew had the task to finish assembling the new "T's" before they could be operated!

By 1918 the Casey crusade has Seattle locked up tight with contracts for same day delivery with every major department store in town.

His success only fuels his hunger for more. He targets Oakland County as the next challenge because it's large, prosperous and badly in need of a good delivery system. He moves his operation to Oakland in 1919. There he changes the name from the Seattle based Merchants Parcel Delivery to United Parcel Service.

UPS does well in California. They continue to grow and expand but at a much slower pace.

In 1928 Casey began experimenting with air package deliveries, using established airlines as feeders and only shipping between major cities coast to coast. It worked well and showed a profit until Wall Street crashed in October of '29. The idea was abandoned a year later. Because of the depression, flight schedules were unreliable, this temporarily put out the lights in his dream for world-wide air package delivery service. Still he was 44 years ahead of Federal Express. By 1930 UPS has control of the

small package business on the west coast.

Casey said: "Well, now that we control the place where the sun sets, let's see what we can do with the place where the sun rises!"

He and his troops arrive in New York City at the height of the world-wide depression. While everyone around him was trying to survive, Casey expands. Major department stores such as Lord & Taylor and McCreery & Co. quickly dissolve their own delivery services in favor of the more efficient and reliable UPS.

Then on to Philadelphia where Casey established not only the usual retail store deliveries, but a new office furniture moving business that still does well in New York City.

Philadelphia becomes the nerve center for Common Carrier in eastern Pennsylvania in the early sixties. It will also become a trouble spot that will alter the company's feelings and their actions toward all employees forever! Many years later!!

Casey's crusaders mark time as the war years of the forties impose the usual restrictions on all businesses. During this time, Casey the innovator, worked at perfecting a daily delivery procedure that would speed deliveries and lessen the work load for his drivers. He designs rapid package sorting equipment that are still the basic theory incorporated in the modern systems of today.

Casey was so intense in his pursuit of excellence, that he actually cut away the side of one package car in order to observe a driver sorting packages. As a result of this experiment, he was able to increase productivity 30% simply by eliminating unnecessary moves.

When the fifties rolled around, Casey's crusaders are gearing up for major expansions to Common Carrier. They bring back air service under the brown label. It worked the same as before but better as a two-day air service between major cities coast to coast. Actually it did *very well*, but received little acknowledgment for its success!

Later I learn that while the air service was only 2% of their business, it was 10% of their profit. At that point in time, they just couldn't see the hand writing on the wall. The board simply refused to accept Casey's theory for air service. A very bitter pill they *can't* swallow to this day!

An old general once said: "he that rules the sky rules everything." Casey believed it, but no one else did.

The early sixties are the rallying point for Casey's crusaders full assault on the small package industry. His plan begins with Pennsylvania, New York, New Jersey and Delaware. Followed in time with New England, the South, the Mid-West and the last hold out, Texas.

It will take years, but James E. Casey won't see it to the long hard fought conclusion in 1962. Before much of the plan can materialize, the Captain of the tightest ship is ordered to step down. At 74, in good health and a quick mind, the Pharaoh of Parcels is put out to pasture.

I think it's more than strange that Casey will outlive his successor, George Smith, by eleven years! What purpose did it serve except to destroy an old man's dream.

Little do they know at this point in time, there's a bad moon rising and years of trouble are on the way for the depredators of dreams.

The usual testimonials that follow do little to ease the pain that Jim Casey will endure for the rest of his life.

Casey had no family here in the east. The few friends he thought he had were all at UPS. All this man ever wanted to do was what he did best — lead UPS as far as they can go! He lived another 21 years, years wasted!!

Although he was allowed to remain on the board, he was greatly out numbered. Besides, once you've been Captain, first mate isn't good enough.

Here's a man who wallowed in hard times, impossible obstacles and never ... never tell him "it can't be done". Casey cared about little more than the daily challenges that landed on his desktop every day!

Again, why retire? His wildest dreams were just beginning to materialize. From a 6 x 17 foot basement to the threshold of international domination of the small package industry.

I can't believe that this great man who was head honcho, chief paymaster and chairman of the board, suddenly surrenders his command in the dawn of his "finest hour"! How was that possible?

The way Gary Glasgow S.S. (supervisor, stockholder) told it to me back in the early sixties was that: "the new order of management at UPS were getting tired of Casey's 'old man' ideas!" So, all the fun guys at UPS headquarters in New York City bought Mr. Casey a nice Rolls Royce, chauffeur-driven of course, since he *never* owned a car before! He stated that a few of the young lions walked down the hall to Casey's office where they dangled the keys to the Rolls in his face. In essence what they said was: "have a nice retirement and stop and see us some time."

Talk about kicking an old dog when he is down, the new Captain orders 180 degree course change, canceling Casey's dream plan for overnight air service in favor of their 48 state ground service link up. By doing so, they break the first of Casey's ten commandments for continued success. The future of the package industry is in the air.

The second — "a fair day's work for a fair day's pay." Casey devised a formula to fairly evaluate each days work based on the number of stops, parcels delivered and picked up plus your daily mileage. He called it the daily production standard — standard for short. His time allowances were realistic because they were the result of years of driver surveys he conducted personally.

I can remember when *every* driver in the Williamsport center ran *under* the standards just by following Casey's delivery and pick-up procedures to the letter. That went on for years until the advent of the computer standard, then very few ran *scratch* let alone run under! (Scratch) means to do the job in the time the company allows — not a minute more!

When I ask an I.E. man (Industrial Engineer) what happens if a computer pops out an impossible standard — the I.E. guy said *"only drivers lie!"*

The third — "don't make company demands that border on harassment." With this one they step boldly across that border in broad daylight. It begins with a total change in the palace guards. In the late sixties the new order is older, uglier, poorly dressed and lacking in any manners at all.

The only time a driver is spoken to is during the newly established daily drivers' interrogation period — better known as: "what happened yesterday?" A subject I will discuss in future chapters.

The fourth — "they are advised to constantly seek better, safer work methods." What they seek is faster, faster, faster work methods. This is the I.E. departments big thing "faster is better." They are an

elite group of "tiger troops" called industrial engineers. They perform all time studies. Their power is absolute, all time studies stand as written, even if "Jesse Owens'" himself can't run fast enough to get it done!

A case in point: Marlin Wolfe has nearly thirty years of driving time. Wolfe runs a long mileage rural route that he's been on for years. I.E. did a time study on his route that made him an hour over the standards every day *before* he leaves the building! That went on for years. They can't show him where the hour is, nor could they find anybody — management included — who could run the route with that time allowance. They admit something is wrong but it's not I.E.'s fault and they refused to correct it. Wolfe still took the flak for being an hour over every day!

The fifth — "provide the best possible service for the least money." The Mansfield center is the northern most outpost in the central district. At the morning propaganda meeting (PCM) the men of this center are warned about competition like Roadway and Federal Express, etc., stealing UPS customers away because we did not meet their needs.

This fine admonishment came from Chet Trout S.S. Division Manager, on one of his rare trips that far from Harrisburg. The drivers tell Chet: "that's great, give us the equipment we'll do the job!" Turns out, Chet lost a big shipper named Mid-America to Roadway because he wouldn't authorize a trailer to be spotted at their plant. Roadway had one there the same day!

Good ol' Chet, just another can't lead and won't follow in a management position. He's another long time super who never delivered a package in his life! With Chet on the job, Roadway won't have to take

any UPS business — he'll give it to them!

The sixth — "always promote from our own ranks." Some how down through the years something is lost in the translation. Casey believed a good street-wise driver made the best supervisor and maintained a balance of knowledge between management and hourly employees.

Very few supervisors spent more than a few months out in the street. In fact up until a few years ago, it wasn't mandatory to spend one day out on the street! Including most of the board members and especially board chairman and C.E.O., "Oz" Nelson. "Oz" as all the fun guys call him, came to us straight from the campus to the combat at customer service. He can show you the scars he received climbing the corporate ladder in his Brooks Brothers suits and Flourshiem shoes.

All he knows about delivering packages is that he doesn't have to do it. I can't believe the munchkins didn't get this guy on his way up the yellow brick road.

The seventh — "no stock outside the company." Casey believed it was essential to keep the UPS stock in UPS hands. "That way," he remarked "we don't have to listen to people who don't know our business try to tell us how to run it." Sound advice from the grand master of motivation!

"Oz" and the other eleven board members personally smashed number seven when they accepted two outsiders to the UPS board of directors. We can say what we want about the *Atlanta arrangement,* but one thing's for sure these two big city boys don't know which end of a truck the packages come out of either!

Vic Pelson is an executive from A.T.& T. in the field of communications. Vic has strong ties to A.T.&

T. and he's also chairman of a company called American Transtech!

Bob Teeter is president of the Coldwater Corporation. He's an expert in strategic planning, *public opinion analysis* and former senior *adviser* to the *Bush* for President campaign.

Kind of makes me wonder who's watching the store?

The eighth — "treat your people well and the company will flourish." Again, Oz suffers from hoof in mouth disease. When he states and I quote: "each employee should be treated as a *special asset* that needs to be appreciated and developed — when some one leaves our company that's a *failure.*"

This will come as a shock I know "Oz", but if all the people UPS management has fired or coerced into resignation were to meet at one time in one place, it would have to be at Giant Stadium (capacity 77,000). Well, maybe that's a slight exaggeration, but then if HR3221 is passed maybe not! If you haven't heard about this Bill, you will!

The ninth — "stay close to your employees." He didn't mean follow them around on foot or by car hoping to capture something on video, like having lunch after 2:30 in the afternoon.

Recently, the Williamsport center lost three people in one night! Management guys armed with video cameras followed the shadows through the partially darkened building to a high point where they lay and wait for things to happen. Sure enough things happened, Larry Weaver, car washer, was seen walking around eating a cookie! Later he and car washer Matt Butters engaged in a brief water battle and all on tape. The third person, a night mechanic was caught with the wrong work order on his work sheet. All were charged with *stealing time!* It

covers a multitude of sins!

Nor did Casey intend for his supervisors to knock on the door of men who have called in sick, demanding to see them in their sick bed because UPS management believes that if a driver's lips are moving, he must be lying!

Much less the use of sophisticated high-tech electronics from UPS subsidiary II Morrow Inc. and Roadnet Inc.! Their state-of-the-art vehicle surveillance equipment allows management to track any package car — stop for stop — electronically without leaving the comfort of their air conditioned bunkers.

The tenth — "personal pride and dignity are essential to each employee, without this management fails and the company will not prosper." In 1989 with Jolly Jack Rogers at the helm, the good ship "Parcel" and crew, steer a crooked course through shark infested waters as the tightest ship takes on water like the Titanic

While revenues rose 1.4 billion dollars, profits dropped by 86 million dollars. Casey must have rose from the grave when he heard this next report. The board announced that for the first time *ever* they would sell public debt securities on the floor of the New York Stock Exchange to the tune of 700 million dollars for a grand total of 786 million in the red. No, Frank it wasn't a very good year! It's safe to say — far worse then Casey ever had including the depression and W.W. II.

Another problem he never had, was employee turnover. I worked for UPS over ten years with a zero turnover but in the last 15 years of my 25, the turnover has reached 58%! That's not counting people who quit on the same day they were hired! Which are too many!!

However, the most disgusting and humiliating of

all their bad moves, the $50.00 ransom fee for the "refer a friend" program designed to entice loaders and sorters with seniority to bring new people to UPS who will stay — at least 30 days!

Then there is the "wine and dine" driver applicants' program. UPS picks up the tab and pays the acceptable person a $250.00 sign on fee with the promise of another $300.00 if they ever get seniority! That is, if any of the people that show up can qualify!

Sad isn't it? I can remember when 300 applicants showed up for one job at UPS and this was in a small town. But then those were the Casey years! Like once upon a time at UPS!

Sir James would be heart broken (more then before) to see what the heirs to the throne have done to UPS. But he needn't be ashamed, after all he gave them the keys to the kingdom and the ten commandments for continued success! They broke all ten of them, then cast them to one side like a toy no one cares about any longer.

He would, however, be extremely proud of the work his legacy has financed through his Anne E. Casey Foundation named in honor of his late mother. Casey never married, so he never had children of his own, but vivid memories of hard times in his youth made helping poor kids the Foundation's biggest project.

This quote by James E. Casey says it all: "let us not just home in on kids and families who need us most and help them, *lets save them!"* And save them is what he's doing by the hundreds in fifteen states. Kids of all ages, from different ethnic, minority and religious backgrounds. The average age is thirteen with a fair balance between the number of boys and girls. His case workers seek out the kids who need

help most, boys or girls who have had at least *six* previous foster homes. They are referred to the Foundation by school, hospitals, the courts and state welfare agencies. Once selected for care, the Casey Family Foundation will provide *what ever it takes* to make these kids become happy, healthy, productive adults!

Casey's main interest is children at risk and *family preservation,* but the Foundation is looking at other problems as well. Such as child abuse and neglect, teenage pregnancy, schools and possibly others.

The Casey Foundation also annually awards paid scholarships to promising students among both hourly and management employees. The scholarships range from two to six thousand dollars per year, depending on financial status.

However, it's somewhat lopsided. Management receives 35 to 40% of the scholarships but they only represent 10% of the work force! Apparently management picks the scholarships? For instance, "Iron" Herman Moyer who recently retired from loss prevention, a lot of you will remember "Hermy" he punched a few tickets in his day, well anyway his boy Richard has been honored with a scholarship. This poor kid spends his summers in Europe and would like to become a controller for a large corporation when he graduates. Like UPS? So how much did Richard receive? Hermy's more than likely got every penny he ever paid into the Thrift Plan, then with stocks and retirement plan, who knows?

By now you must be wondering where all this money comes from? As I said, Casey had no desire for material things. This shy, slender man loved the movies and train travel. When UPS headquarters was in New York City, he had a modest two bedroom apartment nearby. His clothes closet was

half filled with dark suits that were his trademark most of his life.

When corporate headquarters was moved to Greenwich, Conn., Casey bought a small two bedroom masonry home — his first! He lived a very frugal life style and never stepped into the lime light of fame.

This gentle man, the pioneer, philosopher and also philanthropist was unlike others of his era. He was not to be found on the tennis court or back nine of the famous country clubs. Nor sipping Mai Tais on a private beach!

The bottom line: his high was being on the job, building UPS. They, the (new order) didn't understand that, but you will when I tell you that most of his money went into the Foundation. Ten years after his death in 1983, the Annie E. Casey Foundation has had assets worth $667 million dollars while helping people in need, every day!

Ed Mitchell, a retired military man was hired by Casey as his secretary and the two became friends. He said Casey would always have his driver stop when he saw a UPS person! Casey would ask them what they thought of their job, but never told them who he was. He must have been shocked by their replies!

Ed commented on the fact that Casey never spoke of his accomplishments but rather the good other people did.

He recalls the last year of Casey's life because he was in and out of hospitals. When asked where he worked, he replied that he was associated with UPS, but that he did not have *medical insurance* through them. The nurse was reluctant to admit the ailing UPS founder. Ed recalls pulling the nurse to one side to tell her not to worry about

who's paying the bills — this man founded UPS!

Ed concludes by stating UPS was Jim Casey's *life!*

Sir James E. Casey died alone in a west coast nursing home in June of 1983. There was very little accolade, if any! He is to this day, referred to as *one* of the *founders* by this new order of heel clickers!

So this great man who worked so hard, spent so little and gave so much to so many, ends a brilliant life swept under the corporate rug!!

Gone and *forgotten* seems a heartless "epitaph." ■

BLUNDERS

The general public does not associate UPS with the words blunder, bad move or foul-up but the truth is — all of the above.

First and foremost, of course, is the violation of Casey's first commandment: get UPS airborne as soon as possible!

Well the new order saw things differently. They preferred instead to link up the 48 states for ground service. Meanwhile, one Fred W. Smith, Jr., scrambles a squadron of Dassult Falcons that quickly acquires air supremacy forever! Young Fred, who was not yet 30 years old, has an uncanny tactical resemblance to the late James E. Casey. In fact from a stand still to finish with each pursuing the same goal, it would be much like Rommel and Patton all over again.

In 1982, UPS introduces the next day air letter to 24 major metro areas, too little too late!

I remember supervisor Rick Hess telling me about day one of UPS air service ending with — a lot of people, planes and trucks on stand-by for tons of packages that *never came* — not one!

The hot shots at 25 Plaza Square, Greenwich. Conn. (which was then headquarters) are, to say the least, devastated! They learn the hard way! It's a new ball game and they aren't in it!

UPS struggles to catch Fred's Feds. who are light years ahead in every way. They scratch around for whatever crumbs the Feds leave behind. Adding insult to injury, they must do the same job for half pay, while maintaining twice the overhead!

They spend millions and millions trying to catch up. Like the 128 million dollar Philadelphia Air

Hub, 97 million dollar computer center at Ramapo Ridge, N.J. and more. But they still aren't number one — nor can they be as long as UPS is *union* and Federal Express isn't!

Next, is the great Dusseldorf disaster of 1976. This blunder altered the "master plan" for years.

UPS sends twenty of their finest tiger troops to conquer Germany, but they sort of got the cold shoulder. I think it was because none of them spoke German! They knew nothing about their culture! First of all, a truck driver in Germany is unskilled labor and doesn't appeal to them especially at seven marks per hour, which was far below average for such a demanding job.

What they got were migrant workers who worked when they wanted to. The Germans sabotaged the American management team. Stole everything that wasn't bolted down and used a cutting torch for what was.

The Germans disliked the pushy Americans from day one! When the hot shots from the states finally rounded up enough warm bodies to begin operations, they were told their operating permit only allowed them to deliver in a fifty mile radius of their center. A new license is required for each additional fifty miles after that!

I could go on and on but I think I'll just cap this off by letting you know that this one cost the big boys a whopping 59 million dollars before Uncle "Jack" sent some experts in to search for survivors in 1980. This was also a well kept secret that few knew about.

Next, according to the law, we must allow *everyone* the use of UPS delivery system which includes the average person on the street. They set up very limited time spans like 2:30 p.m. to 4:00 p.m. or

something like that for the public to bring packages to the center. The reason for these goofy hours were to abide by the law and discourage the "lugger" as they were called from coming in *too many, too often.*

I thought this to be a stupid move when you consider that the customer (lugger) brings the package to the center, often placing the package on the belt or into the sort area, so UPS had little or no labor cost involved!

I ask Gary Glasgow, who was my center manager back then, why we were trying to discourage so much business with little or no overhead?

Glasgow revealed that: "luggers are a *high risk* factor because the average person doesn't know how to package an item properly. They wrap them with string that gets tangled in the system, their addresses are bad or illegible and damage claims are too high."

Well the boys got the job done. They turned away so many people that one day one of them started Mail Box Inc. They have the kind of hours that serve everyone. They help you pack *or* address the package properly, all for a fee! Some for as much as three bucks a package or more plus shipping!

The money makers at UPS all said: "'let them have the lugger business we're glad to get rid of it!"

Years later, there are 28,000 commercial counters like Mail Box who UPS sheepishly admits accounts for a *hefty* percentage of UPS next day air volume and 60 million ground packages.

That must be why those brilliant business minds at UPS have spent over 11 million dollars buying the business back in the form of Mail Box stock which only gave them 17.1 percent of a business they once had entirely.

Speaking of *giving* the business away! I remem-

ber once when Al Spooner of customer service told me that the company was in a stagnant mode, that they (UPS) needed to cut costs by dropping *small* shippers who were not using our service on a regular basis.

Big Al knocked off three or four pick-ups on every route in the district. The pick-ups he canceled on my route were like F. W. Woolworth who I delivered to every day and who was always ready with their pick-ups when I delivered! So even if they don't ship, there is no cost to serve this shipper.

But, Al had his orders and he carried them out. Less than a month later, the guys from customer service announce the "silver dollar shippers contest" to spark the drivers to sign up *new* customers for which they would receive five silver dollars for each shipper who signs on. Hell, everybody just went back through their routes and resigned all the shippers Al canceled.

Now UPS says they are again seeking the small shipper to increase their volume. It was the *little shipper* who's business built UPS to what they are today. How nice of UPS to think of them again!

Meanwhile, the good people at Osha are not impressed with UPS and their lack of proper handling of hazardous material. A UPS driver in Nassau County, N.Y. suffered severe burns of hands and face when a box containing a carcinogen methlene chloride broke open and spilled.

UPS faces fines of $625,000 for this incident and failure to properly instruct employees to respond to a hazardous materials emergency. They were also fined $1,440 for repeated unsafe work violations at the New Stanton Center.

I don't know how UPS handled hazardous labels at your center, but ours at the Williamsport center

was unique! We were paid to come in early to take the test, Osha or Penn-Dot either one, and to make sure everyone aced the test we were given the answers also! That way it wouldn't take very long and we could all get in our trucks and go make money for the company.

But not to worry, UPS with all their electronic wizardry, is working as we speak to educate their people with (CBT) computer based training. It's a cute little electronic trivia game. The operator must rescue a little man from a dark hole filled with hazardous waste. Each correct answer aids in escape. Each wrong answer gives the man a wound that requires a bandage. If the little man is so badly wounded that he remains trapped, the operator is sent to the nearest supervisors basic training school. If the little man climbs out without a scratch, you get a ten hour dispatch and your ass chewed for having all the answers right while doing everything wrong!

As you know, when UPS began to build their airline, they went after the best pilots in the industry. Translation: they stole them from other airlines! Since they are UPS employees, now they come under a Teamster contract like the rest of us and as such, the Teamsters could pretty much keep the lid on their wages. Well boys, better go to plan B, because the pilots waited until they built a good size airline, then they dropped out of Teamster control and formed the Pilots Association — canceling all prior contracts! The lack of wage control places their pilots in the drivers seat and the sky is the limit!

Here's one of my favorites, the UPS employee opinion surveys which began in 1983. The survey was conducted by an independent company that actually thought UPS wanted a real survey with truthful numbers.

Well needless to say, UPS management got their bubble burst! The bottom line was 85 percent of their people said in essence that UPS sucks as a place to work!

Well UPS just wasn't going to accept those numbers so they conducted their own survey and that one came out much better. In fact it was so good, that in 1989 they fixed another one by talking to more people, 2,500 to be exact, a 50 percent increase in the number surveyed. Which UPS thought would increase their odds! Wrong!!

You'll be happy to know that: "no matter what *you* say, most employees are happy at UPS." Then I lost my lunch as they went so far as to break it down in *happy* categories.

Maybe "Oz" should get off his corporate ass, jump into a set of browns and go *unannounced* to the nearest center for some real feedback! "You do know Oz, where the nearest center is *don't you*?"

How many of you heard about driver Tom Swartz of Mountain View, Colorado back in June of 1988?

Tom walked unknowingly into an armed robbery and hostage situation at a store on his route. Well ole Tom was having none of that. When the robbers fled, he jumped in old brown and lit out after the bad guys. But he didn't expect to meet them coming straight at him in a narrow alley! Tom responded by putting the pedal to the metal. When the dust all cleared, the car was incapacitated and two of the three suspects were captured! Tom was a hero to just about everyone except UPS.

When Tom's supervisor Jack Taujillo arrived on the scene, the hero received the usual verbal abuse: "endangering an UPS vehicle, loss of valuable delivery time and pick-up time and all the rest of that

corporate oratory we've all heard so many times before!"

The media jumps on this story and carries it coast to coast! Lucky for Tom, otherwise he'd be panning for gold or what ever they do in Mountain View!!

Of course UPS gets hammered by the media and rightfully so, it ends up with Tom Swartz receiving a public service award from Congressman Dan Schaefer and much praise from UPS via C.E.O. Jack Rogers in Greenwich (the Duck Pond).

Jack says the media got it all wrong. Tom's supervisor's only concern was for his drivers' safety. If you believe that, you're already in management aren't you?

He goes on about the power of the press and how they don't play fair! In conclusion Jack reportedly said: "because of the story, we continue to answer letters and phone calls from UPS customers and the public expressing outrage and dismay that an excellent civic minded employee would be censured for acting heroically to stop a robbery." Verbatim from the "*Big Idea*" September 1988.

Then there's the Houston hub worker, Gerry D. Dickens, who UPS charged with allegedly stealing jewelry while employed as a sorter.

A jury found him not guilty in 1986. He filed a civil suit against UPS for false arrest, malicious prosecution and outrageous behavior. The jury awarded Mr. Dickens 6.4 million dollars.

His attorneys, Michael Pohl and Ted Powell claimed UPS had until November 5, 1990 to either appeal or pay the judgment. They said UPS had done neither, so they got a writ to attach the carrier's assets. Armed with a writ to seize the carriers property, Harris County deputies and 14 tow

trucks rolled on UPS's Houston hub one hour before dawn November 5 and confiscated 25 vehicles.

The siege at Houston lasted two-and-a-half hours and the tractors and package cars were taken to an undisclosed warehouse.

Bob Kenney spokesman for UPS out of the "Duck Pond" of course cried *foul*, claiming that UPS had filed a timely appeal and bond to cover the judgment on November 2, 1990.

The legal eagles at UPS then filed a motion to have their equipment returned. Their motion was denied and the fleet was held for payment.

Again, Kenney said UPS intends to post a 1.5 million dollar bond to get their units back on the road again. Maybe they can borrow some money from *Willie Nelson!*

Isn't it nice to know that every once in a while David or in this case "Gerry" kicks Goliath right in the family jewels!

When UPS finally got in the air package business in 1982, it was like in name only. They have nothing of their own. Most equipment is rented, leased or borrowed. Worse then this, they are lost in a corporate jungle they have no knowledge of! For survival reasons, UPS tucks its tail between its legs. and imprints everything Federal Express does — or tries to! So much so, that they try television advertising to see if it will work the same magic for them as it did for Fred W. Smith.

Back in 1974 Fred found himself up to his ears in red tape, crippling federal regulations and dwindling operational funds so he pumps his last $150,000 into a blockbuster television ad called "a whole new airline for packages only." It aired in six markets and jump started Fred's Feds from 3,000 packages per night to 10,000 per night!

Of course UPS tries the same thing and of all the costly times, *Super Bowl Sunday!* They should have saved their money. If there was a message anywhere in their TV commercial, I didn't see it or hear it and neither did anyone else. I made it a point to ask people if they saw it. Most didn't or didn't remember. Those who did, said it was something to do with UPS at an airport or something!! Hell, nobody got it! Are *dumb commercials* tax deductible for multi-billion dollar corporations?

From the world of high-tech communications, UPS has announced the purchase of $150 million worth of equipment and cellular service. Of course the system only transmits digital data because voice service will *slow* the *driver* down!

All the guys in rural area like Pennsylvania, New York, most of New England and everything west and north of the Mississippi are going to be thrilled with this helpful hint, since cellulars don't work very well too far from the tower!

Here's one for you. A television news woman in Waco, Texas reported that some of the boxes UPS delivered to David Karesh at his stronghold there, were found to contain ammo and hand grenades! Who was the shipper? Fidel Castro?

Finally the *worst blunder* of all: the daily production standard. It is the *root* of all UPS *evil!* Another broken "Casey" commandment and the major source of hatred between management and the hourly people who delivered an estimated 16.5 billion dollars to the corporate cause in 1992! How's that for a bunch of slackers!

It is designed by people who can't do it themselves and confirmed by computers that lack proper data to arrive at a fair solution!

Placing stockholders in charge of hourly people

with the expressed thought that service is first — is like turning a tiger loose in a meat plant. He'll devour everything in sight, puke half of it up then sleep for the rest of the day! Managers and supervisors are the same way! They preach service but it comes out stocks, dividends and bonus checks. Nothing else matters and to those who say different, I say "bull shit!!"

Bill Crain was a tiger, but one day he forgot to unload a 40 foot drop bottom trailer with 100% load during the Christmas rush. This had to be the service failure of all time! (Except at the hubs it happens more than anyone knows!)

I thought Jack Rogers C.E.O. would fly up here and personally shoot Bill in front of the men with out a blindfold but he didn't! Can you say *retire*?

UPS can save a lot of money on surveys if they would just put them where the sun doesn't shine. Face the reality that packages first and people last are the trues about UPS.

But more than this is the humiliation of a back breaking, head aching, sweat pouring day on the street — only to be greeted by a goon in an air condition office who wants to know "what took so long?" Add to that, the UPS corporate denial that such things happen.

Here are some quotes and statements gathered from the *Big Idea* and other sources:

> A training manager with 17 years at UPS made this comment: "The management style at UPS has changed. The mystique of the organization has not! The mystique is the belief that everyone who makes it at UPS must give 100% effort. The management style and *method* for *motivating* employees is *different*

now. We use *people policies*, based on *integrity* and *fairness not force*. At times we *used* to *inject brown blood with a two by four*, now we do through *osmosis*. I personally try to *understand every individual* I supervise and know what makes that person tick!"

Of course he was talking to a non UPS person at the time, otherwise he would have gotten their lunch all over his Brooks Bros. suit.

By the way, please don't read this chapter if you have a weak stomach or while eating anything!

Here's Jerry Zollenberg's version of "measuring up". Jerry is National I.E. spokesman and he says: "the time allowances for each job group at UPS are based on what the *average person* can do, if he or she follows the methods. If the prescribed methods are used correctly, and if the employee uses *reasonable effort*, he or she will have *no problem* in *attaining* the *standards* for quality service." You'll have to forgive Jerry he hasn't been well lately!

"To assure," Jerry goes on, "that the use of time allowances *remain fair* — UPS training schools emphasize to managers and supervisors that they should regard a "*scratch*" performance by their people as *good* and *not ask for more* than that!"

Hey, is this our kind of guy or what?

Last but not least, Jerry shows us that the brown blood surges through his veins with a vengeance when he points out that: "employees can, and do, ask for a reappraisal if they feel the time study expectations are unrealistic. In a time study, we are analyzing delivery area conditions, *not timing* a driver's *performance*."

"*Time studies* are not set in *stone*," Jerry quoted just before the drivers broke out of their cells,

stormed the wall and took him hostage!

The so called mystique at UPS is a false image projected by high ranking UPS managers to the media. Translated it means: if you "can't do it," go into management, then you won't have to!

Especially when they say pouring down rain, snow, freezing rain, temperatures over 90 or under zero are only a challenge and not an excuse for a poor performance!

Which reminds me of my last *fair* time study because it was just before I was fired, again! After numerous complaints from me and missed pick-ups and deliveries on a daily basis, center manger, Jack Gross finally called in I.E. for a study.

On the day of the study, my truck looks like it was parked outside most of the night. I can't believe my eyes there is next to nothing on the floor, but the shelves are full. It's July but it's the heaviest one in my 25 years. Then all of a sudden, I'm looking at an eight hour dispatch. To make a long story short, we're back in the center and off the clock in just over eight hours. No misses, no misloads and almost nothing for the university for the first time ever! The next day I.E. went back to Harrisburg, I went back to my real route with missed pick-ups and deliveries while I.E. knocked another 45 minutes off my standard. "How'd they do that?"

Speaking of management's motivation, it's easy to understand where theirs comes from. I mean besides the brown blood transfusion and the weeks of brainwashing, there's a thing called the UPS management incentive plan and stock option plans.

It goes something like this. Usually in November of each year S.S. are called to headquarters, wherever that may be, to receive their stock options. Managers and above receive two points for each

monthly salary dollar toward stock shares and supervisors receive one point toward shares, not to exceed 15% of the corporate profits. Plus the cash to pay the tax on what ever amount of stock they do get!

Furthermore, if they let the stock "ride" they are given a reward not to exceed two-and-a-half percent of their current stock or one month pay. Whichever is less. They can also purchase additional stock, all of which pays dividends of 2.6% annually unless it's a bad year like '89! Also, there's the after Christmas bonus if it's been a good year. And that boys and girls is why you get your ass kicked half way to Kansas and back — all day, every day!

Isn't it strange that when the media tells the truth about UPS it's bad press, as in the case of hero Tom Swartz! But, when a magazine like *Fortune* does an article on them such as "The Service Edge" by Ron Zemke and Dick Schaaf — it's the "Gospel Truth"! It's clear they (the writers) never spent a day on the street and certainly didn't know anyone who works for UPS.

This one question of theirs hit me like a 12 hour dispatch! "What makes UPS *stand out* is its ability to attract, develop and keep talented people?"

First, an hourly wage that would lure any young person to sign on if it meant driving through "Nam's iron triangle" during the late sixties. As for keeping them, we could fill the entire state of Rhode Island with thousands of good employees who were hired full-time, worked for 29 days then fired or laid them off, so UPS didn't have to place them on the seniority list as permanent employees with all the fringes and wage increases that go with it! Or maybe they just got tired of being a full-time, part-timer like "cover drivers" who fill in for regular drivers for years at about half pay for the same job! But then

that's one way to try and catch up to Federal Express or so they think! For example, a picture taken of the Williamsport center shows a crew of 23, only five are still there!

As for talent, no company anywhere in the world has a gathering of so many talented, dependable, hard working people. *All* 260,000 of them! Not even the Japs can out work these people! Question is: why do they treat them so badly?

If you don't work at UPS or know someone who does (unless they are in management) you may find a lot of this hard to believe. The truth is as I write someone at UPS is being fired, coerced into resigning or suspended!

Suppose you owned UPS and even though you and your corporation cleared 700 million dollars after taxes with assets worth 8.85 billion dollars according to the Teamsters Union for 1991, then someone plants the seed in your brain: look how much more we could keep if we can somehow lower everyone's wages, but not ours of course!

Now the wheels are turning. First whenever the opportunity arises, you must get rid of your senior hourly people. The most favored charge of all is *stealing time* because it covers a multitude of sins.

But most likely, they will scare the person into resigning. That's the new trend. It's safe because it holds up in Reading at the hearing. But if you can prove coercion, most court cases are won. However, few try because they say no one can beat UPS at their own game!

So at one end, guys like Gary Glasgow and Chet Trout fire people for a living, sometimes three and four at a time as they did at the small Williamsport center a few months ago.

Meanwhile, those hired are all young, healthy,

energetic and full-time, part-time drivers!

Then there's HR3221, a Congressional bill when passed will open the gates to part-time heaven for UPS and the rest of the overnight package business. Which is according to the 102nd Congress second session, a Bill which pre-empts state laws relating to regulation of rates for surface transportation of property services provided by certain motor and air carriers. Short title: Intermodel Carrier Competitiveness Act of 1991.

In essence, what it says is that the supporters of this Bill want to remove these carriers from state controls and place them under federal control and regulations.

Why? They say that state economic regulations of the express package industry costs the U.S. economy an estimate six to eight million dollars annually. It doesn't say how?

So here we are again, back to what makes the world go around — *money!*

The Teamsters Union says HR3221 will hurt everyone including the union. Furthermore, the union says that under federal regulations UPS, Federal Express and the others can legally do *anything* they deem necessary to increase profits. This means cutting or eliminating health and welfare, retirement plans and worse than all that, they have a free hand to do all at once! What they have been trying to do for years! Phase two of the "Master Plan" switch the troops to full-time, part-time drivers!

UPS says they need this Bill to compete with Federal Express but when the Bill is passed, it gives Fred's Feds the same breaks, so doesn't that take them back to where they were before?

Back in March of 1990, "Oz" Nelson stated that: "our presence has to become even stronger politically

— both at the *federal* and *state* levels. Politicians must understand the *value* of our service to the country in general and *support* fair *competition* — *Big Idea.*

In the same article "Oz" relates the pressure UPS is under to cut rates to meet their competitors rates and how UPS has to find more ways to cut costs in operating.

If HR3221 is the "cure all" to increase the already large profits at UPS, what's next — mandatory 14 hour days at straight time pay — Saturdays and Sundays included? Followed by labor camps and child labor? I have no idea what these people really want. I do know that they (UPS) will throw everything they have into achieving their goals!

You can bet there are a few lobbyist on the UPS payroll working on congress men and women to support HR3221 and it's nice to own several Hyatt Hotels especially the Hyatt Dulles and Fair Lakes in the Washington, D.C. area just in case they want to wine and dine *someone!* When Oz said they were becoming politically involved, he was serious!

I'm told as of May 3, 1993 (by Congressman McDade's office) the Bill is dead! But UPS and Federal Express along with the rest of the air package industry have gathered under a flag of truce to get this Bill passed. We're talking power and wealth that will surely resurrect HR3221 some time soon! Just knowing UPS tried to do it is enough to show everyone the empire's dark side. So for now, the Bill falls just a few votes shy of passage, but a lot closer than most of you know. You have not heard the last of HR3221!

Remember these are the same guys who spent 400 million bucks to quiet their aircraft engines — so the public would think they were a *nice corporation!*

Speaking of profits: here is a list of some of the other businesses that UPS has acquired quietly over the years and these are just the ones I know about.

As for hotels there are more Hyatts across the country and at least two Marriott Hotels all of which are in metro areas.

They have a 22 story office building in Wilmington, Del. that is home to Manufacturers Hanover Trust Company.

Their (IDG) Industrial Development Group is studying 17 possible sites for low risk investment on or near UPS facilities. Luring shippers to lease a UPS building with the advantage of being near a UPS operation.

IDG is also developing three buildings in Bolingbrook, Ill. in a joint venture with Trammel Crow Co. that is not on UPS land and all space will be up for commercial lease.

UPS Air Cargo which they say will fly a rock group or an engine anywhere, anytime is doing well.

They also have *Unistar* in a joint venture with Yamato Transportation, which is a freight forwarding company like air cargo but more flexible. You'll have to figure it out for yourself.

UPS truck leasing is operating in at least 27 states with a combined fleet of over 4,000 units.

Red Arrow *Messenger* Service, a L.A. based computer assisted messenger service, they (UPS) says is without equal!

The next two companies — Fechheimer and Herman Marketing to the best of my knowledge, UPS does not own but they make a few bucks with a piece of the action!

Now, Fechheimer will *sell* you insulated boots and underwear and anything else between the bottom of your feet to the top of your head. The key

word being *sell* since UPS provides their drivers with a uniform free of charge, such as it is! The more they can entice you to buy, the less it will cost them to keep the drivers supplied at their cost. While, as I said, making a buck or two.

As for the Herman Company, they sell everything from key rings to luggage all with the UPS logo. Guess what? The Herman Co. says they can't keep up with the orders!

Martrac has 1,521 temperature controlled trailers that haul produce east and packages west. They are an associate but independent company, using the railroads to make coast to coast connections. Here's an interesting note: the produce drivers are non-union independents.

Now from the world of high-tech comes *Roadnet* Technologies which UPS describes as a computerized mapping and vehicle routing company. It was reportedly only four days from bankruptcy when UPS reached out and grabbed them, although they were considered a *leader* in that business!

II Morrow, pronounced Tomorrow, is my favorite. They were purchased in 1986 for 15.3 million dollars bringing with them 167 people who UPS says can design any type of electronic device such as electronic *truck surveillance!* As I said before, now they can sit in the comfort of an air conditioned bunker push a button and find out where you are, how long you've been there and follow you until you punch out. Just another giant step forward for the company that cares!

The rest of this is what some call "speculation" actually it's pure conjecture on my part. Based on my knowledge of UPS and what they might do if no one is looking.

Years ago Gary Glasgow informed me that UPS

had purchased the conveyor belt company that manufactured all the belts for UPS. He said the company was in financial trouble and UPS was forced to buy them out because they were the only company that made the kind of belts UPS used on a daily basis. I do know that when ever the belt needed repaired, a serviceman driving a brown UPS Econoline came from down the road to make the repairs.

Glasgow also said that when the east coast opened up from Maine to Florida, UPS bought a train to move trailers piggy back up and down the eastern seaboard. But I never saw anything in writing!

Looking back, Glasgow told me a lot of things because as (car washer) then (porter) I was the only person in the building besides the mechanic.

In the early days (1965-66) we often leased a van or two and always from Avis, who they said cut us a break because we would lease for months at a time and maintain the van at our expense as well.

One day Glasgow handed me a plastic card from Avis Inc. with a big discount for all *UPS* employees who rent a car from Avis. I asked him why us? He replied because we gave them so much business that UPS decided to buy them out, so now we own them and ourself!

Well I'd forgotten about Avis until late in the 80's when the state of Pennsylvania fined them. Avis which by then are world-wide is forced into the limelight with a $120,000 fine from the state of Pennsylvania for deceptive advertising. Then the Feds got them for $100,000 for selling insurance without a license. Their logo "we own the company so we're trying harder" seems to say it all!

In 1992, out of curiosity, I call Avis Inc. to see if they still offer UPS employees a big discount. I'm

surprised to hear that they do. They offer to rent me a mid size car for seven days with unlimited mileage for $177.00 with a UPS discount and $219.00 without it!!

First of all, I never rented a car in my life nor has any other UPS people I've talked to, so it's not like they're a great potential for millions in business annually. Even the management team used their own cars for travel and were paid mileage in return.

Also, the fact that neither Hertz nor any other rental agencies offered *discounts* to UPS employees. As a matter of fact, the same deal, mid size car and all is $290.00 for a week with number one! That's too much of a spread and I checked the price at both places twice. They stand as written!

There is no way to know how many businesses UPS owns and I'm not saying they own this one, but follow me on this one even though it bounces around like a cork in a hurricane!

If you have worked for UPS for any period of time, you have more than likely noticed that they don't deal with a middle man. They eliminate all obstacles between them and their objective.

For instance, they are in the process of switching all their package cars to *natural gas*. Why? Because the U.S.A. has more natural gas than anyone, if there's another oil crisis UPS won't be in it!

They're working with electronically controlled fuel injection diesels on a number of feeders with great success.

Again, the goal is to stay on the road while everyone else is sidelined, that's why if they can't control it they buy it to make sure it's not a problem down the road.

With that thought in mind, I began to run a check on two things that are essential no matter

what — tractors and trailers. Everyone knows they use mostly Mack trucks and a percentage of Volvos, although we don't see that many Volvos in the central Pa. district. The spread is 70% Mack and 30% Volvos.

First I check out the only trailer sales company in the area. I'm surprised to notice that at the bottom of their sign it reads: Avis Truck, Sales Division.

I call this business to ask some routine writers questions and the lady *refused* to answer any questions and slams the phone in my ear when I tell her I'm doing an article on UPS! Well *now* I really am curious, so I check around and I discover that the man who owns the trailer sales place also owns a small but prosperous trucking firm that leases *Mack Trucks!* Mostly to himself but to others also. His business began in Avis, Pa. a small town in mid state, so this *they* say is where the *Avis* came from on the sign. Then I remember from delivering in that area, yes this is true!

Normally I would have bought that completely except for the lady hanging up on me when I mentioned UPS! Next, I call the 800 number for Avis Rentals which Glasgow said UPS owns. A lady answers and I tell her that I want to rent a truck and where would I have to go to do that. She asked where I lived and I told her. She punched in some numbers on her computer and said the nearest place was Harrisburg, Pa. That's when I told her about Avis Truck Sales near Williamsport, to which she replied: "oh yes, that's our truck sales division and there's another in Muncy, Pa."

Well now I was totally confused! How about you? Stay with me because it gets worse! A few weeks go by and I call Avis again, just to make sure that I'd

heard right the first time. Sure enough, same answer to the same question!

So, I go down to Muncy to check out the *other* Avis Truck Sales Division. Guess what? The same sign stands in front of the trucking company the guy started in Avis, Pa. — the one I just told you about.

I call Avis Inc. in upstate New York and ask for customer service. A nice lady tells me she never heard of either of these facilities I just mentioned and has no idea why anyone at their 800 number would give out that kind of information. Which I thought strange since she was in the same building where the 800 operator answered from!

She informs me that Avis Inc. is privately owned by an investors group and that she would get the name of that group and a company history and mail it to me in a day or two. Which is good because UPS uses a few investment groups to represent them from time to time. Like Moodys and Standard & Poors. Of course the company history never arrived.

A month later I call Avis Inc. customer service and another nice lady answers. She says she had all the information for me right there on her desk but it's been misplaced! But, she would see that I received the information as soon as possible.

Now, I know this lady is not going to tell me anything if in fact there is anything to tell. I recognized her voice as the same lady from the 800 number, so I decide to ask her a question she *shouldn't* know the answer to hoping to prod an answer: "I know you never heard of HR3221."

To which she quickly replied: "Oh yes I do."

I ask her why she would know about a Bill that has nothing to do with her business or does it?

Her reply was: "I can't talk anymore," and hung up!

To make sure I couldn't pump information from anyone else, they removed the Avis Truck Sales Div. information from their 800 number computer! Also, they notified Avis Rental at the airport not to give any company information over the phone. When I called the airport they were waiting with rehearsed answers as though they already knew the questions!

Well that's where the road ended. I never had the time or the money to take it any farther. It smells funny to me, how about you? I'm beginning to think I've penetrated the C.I.A. and national security is in danger!

The interesting concept here is if it were true that they own Avis Inc. and therefore the Trailer Sales Co. and the Trucking Co. as well, it's not illegal nor unethical! But it is smart! It means they buy trailers wholesale, sell them to themselves retail (as well as their competitors) and repair and inspect their own trailers making money both ways.

So I hang up and call the 800 operator at Avis Inc. again, to see if anything has changed since my last call. It sure did! When I ask the same question about Avis Truck Sales Div., I was put on hold and switched to another lady who informed me:

"Yes, we used to own that business but now we don't!" Then she hung up!

Mack Trucks Inc. is the biggest mystery of all. In the scheme of things, Mack trucks manufacture the perfect class A tractor (feeder in UPS jargon) for all their needs at the right price.

The fact that UPS needs feeders and not having some control like stock or owning all the land the Mack plant sits on — something solid — just didn't sound right for a company that is famous for covering all the bases and filling the bleachers too!

So I checked around as best I could, mostly talking to feeder drivers who ran the Bethlehem-Allentown run. One driver said UPS had their own office in the Mack plant, another said there was a special assembly line for UPS tractors which did not carry the Mack name anywhere on the outside of the cab.

I search a little deeper and I find that Renault Vehicles Industries held 44% and Institutions held 43% with shareholders owning 7.7% shares of common stock with warrants to purchase 5,034,160 common shares at $14.71 each (held by Renault Vehicles Ind.).

The 43% of stock held by institutions could be foundations like the three UPS has, so I called Mack Trucks Inc. in Allentown, Pa. to request their 10-K which I'm told should reveal the name of the foundations involved if there were any.

Their customer service people told me they were no-longer publicly traded since they were bought out by a European acquisition company in October of 1990, known only as I.T.M. which of course, means they are now privately owned just like UPS.

Like most people, I know nothing about stocks, bonds, Wall Street, or acquisitions, takeovers, etc. so I sort it out as best I can. Turns out everyone wants Mack truck stock. Renault wanted Mack — Mack wanted Renault. The shareholders liked it the way it was and Navistar (International Corporation) wanted Mack and a Czech Auto firm Skoda wanted Renault. What a mess!!! I couldn't figure it out, nor did I have to. When the bidding stopped and the smoke all cleared, I.T.M. Acquisitions (address unknown) bought the whole shooting match, every last bolt and nut!

As for me, I have no idea who owns Mack Truck at this point in time. What with warrants and acquisitions, buy outs and takeovers who knows?

I leave you with this thought. How many times have you seen the letters I.T.M. in reference to a large business of any kind, let alone a foreign acquisitions corporation.

Well, I only saw it once before in my lifetime!

UPS mentions a bankrupt company in the Detroit area as a victim of hard times in the auto industry. (Big Idea) The firm's name is Inland Tool and Manufacturing Company (I.T.M.).

I'm told it is not unheard of for a large corporation to buy such a bankrupt business, take the loss for a tax break and use the name as they please!

I know it is a long shot by a blind man, but, what if??? Again, not unlawful but somehow most of the pieces of the puzzle fit. Don't they?

Here's one you'll like. UPS has purchased a 212 acre site next to the Philadelphia Airport. Can you imagine what that chunk of land will be worth down the road?

Speaking of roads, the one that leads to this new UPS sort center passes through a swamp that is axle deep in history and folklore but UPS spokesman Irving Gerber disliked the name: number *One Hog Island Road.* He saw it as: "unfit for the "really neat, efficient image" UPS has of itself!"

Turns out *Hog Island Road* has been the name since the 1700's and Commissioner Adam German Jr. says it stays. Seconded by Ann Martin who said: "It's part of our history."

Besides, it's a little late for the high command to worry about a tarnished image! Hog Island Road! It works for me! ■

HARASSMENT AND STRESS

If you want state of the art information on harassment, contact UPS. They are experts in the field. Their supervisors are well trained in fields of interrogation, lying and spying and of course the planting of evidence.

One of my center managers, Bill Crain S.S. (which of course means stockholder, supervisor) best represents the resident scumbags who graduate with honor from the UPS school of anti-employee tactics.

Crain used to say things like: "every driver is doing something wrong every day, we can get something on you — on anyone — it's just a matter of time!" In fact, he said you don't have to do anything wrong! We can just say you did something. He sums it up with this phrase: "we can fire you for anything or nothing, and there's nothing anyone can do about it!" Even if it means reinstating you with full back pay, the power and reality of a firing *scares* everyone into running right through their lunch hour so they're not the next one fired.

Crain was by no means one of a kind. He just did everything so much better then the others. You'll hear more about "Bad Billy" and other members of the UPS goon squad. They caused pain and suffering to a lot of people. For what, to increase their pay, their stock and bonus checks? Is that what we're talking about here, "money"? To want money so badly as to push employees into drug and alcohol abuse! To push them so hard that UPS now has a 58 percent turnover among employees when once there was none! Something's wrong!!!

Crain said in essence that the number one

weapon in the UPS arsenal is a *firing!* No one knows better then me, how true those words are. They fired me three times in two years! He said the grass roots reality of a firing is beneficial in shaping up the rest of the center as well.

Once I had $10.00 left over from my C.O.D. turn-in money. I couldn't find the mistake that produced the overage, so I told Crain (the resident paranoid) about it. He acted like it was no big thing and said he'd look into it.

Well, the next morning the center is swarming with S.S., Iron Herman Moyer and all the guys from loss prevention were here on a secret mission. The mission: find out why Kane has $10.00 left over from his C.O.D.'s. They audit every C.O.D. turn-in, both cash and check for the last ten years. Billy Boy thinks he's got himself an embezzler. He was licking his chops and drooling all over his food stained tie. This was big time, it could mean both the Iron Cross and the Blue Max if he's right!

Turns out he's wrong. "Berlin" (Harrisburg) failed to send the paperwork on an on call pick-up which I made, collected for and turned in. Overage was because I'd forgotten the extra pick-up and there was no company copy to remind me until a few days later when the copy showed up clearing me of all charges. But Billy Boy had just spent thousands of dollars on a "snipe hunt" that made the commandant unhappy and got Bad Billy an all expense paid trip to "Berlin".

Fortunately, Crain outlived his usefulness to UPS and was fired a few years ago. What's that quote? "He who lives by the sword, dies by it." Now that's what I call "poetic justice."

UPS drivers have been held hostage by high wages and benefits no man can walk away from but

after years of Gestapo like tactics the rank and file have said: "enough is enough." At the stroke of midnight on the 31st of July, the Teamsters Union will free the slaves! Hopefully this will make Atlanta see what they already should know — the management team needs purged!

This is a message to those fools who rule with an iron fist. It's a fool's theory, look what it gets you: 48 percent turnover in employees and those who do stay hate UPS clear to the bone.

As for stress, some of you may have seen an example of UPS stress on television on Channel 9, Secaucus, New Jersey.

In January of 1990 I was watching the noon news on Channel 9. The big story by Mike Swartz was that a UPS driver had purposely blocked an ambulance with a dying person on board, from getting to the hospital! Pleas from the paramedics and the patient's friend went unyielded. Mike said the driver was going about his business and could have moved around the corner, but refused to do anything until he was finished with his work.

Mike, standing in the street where this incident reportedly happened, vowed to get to the bottom of this terrible incident. He declared that this was the big story of the day. Furthermore, he'd have UPS officials on the 11:00 p.m. news to explain what happened and why.

I called Mike Scwartz at Channel 9 that same day to get an address or phone number of the driver involved and to explain as best I could the stress the driver was under! Schwartz never called back. I never found out who the guy was

I watched that night, all they did was repeat what I'd already seen on the noon news. There were no UPS people, no big story — only a printed news

release from UPS stating that the driver involved in the incident had *resigned!*

When a driver resigns, it's because the company made him an offer he couldn't refuse! Like — if you don't resign, we will *fire you!* If you do resign, we'll give you a nice letter of recommendation to your next employer!

It was certain that the driver was stressed out, sooner or later he would have done something else. They did the right thing getting him off the street, but to fire the man or coerce him into resignation just so UPS doesn't get mustard on their tie? They should have gotten him professional help!

In this country when the team does badly, we fire the coach not the players like UPS.

As I continued to watch Channel 9, it all fell into place like the parting of the Red Sea. Guess who sponsors the 11:00 p.m. news on Channel 9? You got it, United Parcel Service!!! "Land of the free, home of the brave and amber waves of grain."

Stress at UPS has become a way of life. Something you had to live with if you wanted big pay and benefits.

One morning while the drivers were loading, resident ass kisser Chuck Yohn, badgers Spike Fullmer about his load. Spike was six-foot-four and a peach of a guy but nervous. He was moving even when he was standing still. I never saw him riled, but I'd heard if he was you'd better hope you're on his side!

Yohn had been harassing Spike for days, finally Chuckie went too far. Spike picked him up and fired him about half way down the conveyor belt. Yohn wasn't hurt bad and he never got on Spike's case again!

Harassment is also a way of life at UPS, it is a

finely honed sword that never saw a sheath.

As I said earlier, after the '67 strike in Philadelphia there was this "changing of the palace guards." The new guys in town were bold and cold!

These goons would drive 90 miles in their own car just to spy on our center. They would park in a spot where no one would notice them, then armed with a 35mm camera and a telephoto lens, they would peep over the dashboard and start snapping pictures of everyone. Or they may wait until dark to sneak in the building to see what they could see. They would ask leading questions about the company, off the record of course. Those who answered, found those remarks verbatim in their personal file for reference by the company again and again.

With the spies, the lies and interrogation, the whole center was strung tighter then the bass string on a bow fiddle. We refer to ourselves as "hostages".

There were daily rumors of supers stealing packages from unlocked package cars, then accusing the driver of stealing the package himself just to see him sweat! At UPS the theft of a nickel will get you a permanent discharge!

It's July of 1990 and it's contract time. By this time UPS knows two things: their people hate them and a national strike is possible with world-wide complications! They do their "these are hard times" bit but in spades!

They put off raising their shipping rates until the contract year. This makes a great crutch for the corporate giant to lean on. That way they can also *blame* the drivers for the strike and any increase that follows. They have gone so far as to write every shipper informing them that their overpaid and ungrateful drivers have no reason to strike and they want them to know that UPS has done all it can to

prevent this senseless strike. But, they didn't tell them what their profits were from last year because they don't want anyone to know how much it was. Which incidentally was 295 million dollars after taxes. Not bad for a lean year!

Good old UPS, taking credit for all that's good and blaming the driver for the rest!

Like, "oh dear, see what you've made us do now. Our shippers shall be peeved, thus they shall surely seek another!" Cut me a break will you?

If these guys would work as hard for the drivers as they have against them, no one could beat them. Truth is there are some smart people at UPS, like the ones who figured out that 40,000 employees didn't vote on the last contract. Most of them part-timers or young drivers who didn't care one way or the other, except for this time every vote counts. The 1987 union rule states that only 51 percent instead of a two thirds *no vote* gets a strike.

UPS supervisors are sent to each center seeking those lost voters. They seek out the young home owner preferably with kids or one on the way and take both the part-timers and full-timers to a nice restaurant for the breakfast of their choice. On *company time* (like getting paid to eat), they chit-chat through most of the meal (about UPS of course). Then they are told if they don't vote yes on the contract, they are among the 33 percent casualty rate everyone is talking about. You *are* the 33 out of every 100 employees that won't be back if there is a strike. Now, how many of those kids kept their breakfast down that morning?

Wait, there's a dinner club too! Again each person selected for a reason. Usually no more than six or seven, (in case of a riot). These guys (they hope) could persuade others to vote for the contract or

perhaps be persuaded themselves. Hey, a nice meal, some cold beer, hell I'd even go!

Remember they are experts at scare campaigns, but something doesn't ring true. Why would a company spend all that money begging off a strike? Then offering the men less money then they did in Philly 23 years ago which ended in a strike that lasted over three years.

Believe me, something isn't right here. I've studied these guys for 26 years. If I didn't know better, I'd say UPS wants a strike. Think of it, what if they wanted to break the Teamsters Union? What better way then to force a strike the union can't afford! If they broke the union they could lower their wages to equal what Fed X is paying and recover their losses in no time! Sounds off the wall? It's what these guys are best at. The fruits of their labor are thousands who hate them and a real good chance for a crippling strike!

Here then, are a few of the victims of UPS harassment and stress. Those *gallant* enough to *tell their story!* ■